DOCUMENT RESUME

ED 390 155 EA 027 262

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TITLE Sage Series in Business Ethics.
REPORT NO ISBN-0-8039-5788-2
PUB DATE 96
NOTE 152p.
AVAILABLE FROM Sage Publications, Inc., Book Marketing Department, 2455 Teller Road, Thousand Oaks, CA 91320 (hardcover, ISBN-0-8039-5787-4; paperback, ISBN-0-8039-5788-2).
PUB TYPE Books (010) -- Viewpoints (Opinion/Position Papers, Essays, etc.) (120)

EDRS PRICE Document Not Available from EDRS.
DESCRIPTORS Altruism; *Business Administration; *Business Responsibility; Codes of Ethics; *Ethical Instruction; Integrity; *Leadership; Leadership Styles; Management Development; *Moral Values; Motivation; Organizational Climate; Organizational Theories; Sociocultural Patterns

ABSTRACT

This book argues that the literature on leadership, especially business leadership, has neglected ethical issues by focusing on approaches and strategies that emphasize individualistic concerns. The book calls for an end to the traditional separation of personal and public morality. It also argues that ethics of leadership is consistent with the spirituality of the different religious traditions. Following the introduction, chapter 2 offers a historical perspective on leadership theory and research. It concludes with the development of a conceptual framework of charismatic or transformational leadership, which best responds to the needs of organizations in a highly turbulent environment and in the context of increasing economic globalization. Chapter 3 examines the ethical dimensions in leadership motivation. It discusses the nature of altruism as a motivational construct, the morality underlying altruism, and the resulting ethical implications for leadership and the norms for leader behavior. The fourth chapter discusses the transactional and transformational influence processes and the related strategic options available to the leaders. The focus in chapter 5 is on what leaders can do to prepare themselves to function as ethical leaders. The concluding chapter examines the cultural contingencies in leadership and pancultural moral values. It also examines the importance of sociocultural variables that can influence the behavior of leaders and followers, as well as the nature of the leader-follower relationship. Subject and author indexes are included. (Contains 274 references.) (LMI)

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